



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, U.S. ARMY ARMOR CENTER AND FORT KNOX  
FORT KNOX, KENTUCKY 40121-5000

REPLY TO  
ATTENTION OF:

ATZK-AG (623)

19 March 2002

MEMORANDUM FOR

Commanders, All Units Reporting Directly to This Headquarters  
Directors and Chiefs, Staff Offices/Departments, This Headquarters

SUBJECT: Thunderbolt Six Policy Memo No. 38-32 - Military/Civilian Developmental and Performance Counseling

1. References:

- a. AR 623-105, Officer Evaluation Reporting System, 1 Oct 97.
- b. AR 623-205, Noncommissioned Officer Evaluation Reporting System, 17 Dec 01.
- c. Fort Knox Reg 690-14, Pass/Fail Performance Appraisal Program (Test), 19 Dec 97.

2. Army guidance clearly outlines all leaders are responsible to conduct timely and appropriate developmental and performance counseling. I expect all leaders of our military and civilian workforce to conduct face-to-face counseling consistent with referenced guidance. More importantly, I expect counseling that clearly defines performance expectations and that nurtures individual performance and professional development of subordinates.

3. Counseling is not and cannot be confined to scheduled quarterly, semi-annual, or annual sessions. To be effective, counseling must be conducted on a regular and reoccurring basis, and always provide positive and negative feedback.

4. I expect every leader, both military and civilian, to understand the importance of effective counseling, and to implement a system that enhances the growth and development of their subordinates on a daily basis.

A handwritten signature in black ink, appearing to read "R. Steven Whitcomb", is positioned above the printed name.

R. STEVEN WHITCOMB  
Major General, USA  
Commanding

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